

Semester III

FT-301C STRATEGIC MANAGEMENT

Level of Knowledge: Expert Knowledge

Course Objectives:

- To impart an understanding of the concept of Strategic Management. The course also seeks to prepare the student in analytical and decision-making skills whereby he/she can analyze real business problems in the form of case studies and take decisions accordingly.

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

The external examination will have two Sections A and B. Section A worth 40 marks will consist of five theory questions out of which a student has to attempt any four questions. Section B worth 20 marks will be Analytical (Case/Case let/Research Situation/Practical problem). The questions may or may not contain internal choice. The questions can have one or more sub-parts.

Course Contents:

Unit 1: An Overview of Strategic Management:

- Understanding Strategy
- Defining and Explaining Strategy
- Levels at which Strategy operates
- Strategic Decision-making
- Schools of Thought on Strategy Formulation
- The Process of Strategic Management

Unit 2: Strategic Intent:

- Vision
- Mission
- Defining Business
- Goals and Objectives

Unit 3: The General Environment:

- General Environment
- Analyzing the Environment
- Diagnosis of Environment
- Environment Appraisal:
 - Concept of Environment,
 - Environment Sector & Scanning
- Organizational Appraisal:
 - Dynamics of Internal Environment
 - Methods & Techniques used for Organizational Appraisal

Unit 4: Corporate Level Strategies:

- Grand Strategies
- Stability Strategies
- Expansion Strategies—Diversification
- Mergers
- Takeovers
- Joint Ventures
- Strategic Alliances
- Retrenchment Strategies
- Combination Strategies

Unit 5: Business Level Strategies:

- Business level Strategies
- Generic business,
- Tactics for Business strategies.

Unit 6: Strategic Analysis and Choice:

- The process of Strategic Choice
- Corporate level Strategic Analysis:
 - Corporate Portfolio Analysis- BCG Matrix
 - GE matrix
 - Hofer's Product/Market Evolution Matrix
 - Directional Policy Matrix
- Business Level Strategic Analysis-Experience Curve Analysis:
 - Life Cycle Analysis
 - Industry analysis
 - Porter's Five Forces Model of Industry Attractiveness
 - Strategic group analysis
 - Competitor analysis
 - Coming to a Strategic decision.

Unit 7: Strategy Implementation:

- Activating Strategies:
 - Interrelationship between Formulation & Implementation
 - Project & Procedural Implementation
 - Resource Allocation
- Structural Implementation:
 - Structures for Strategies
 - Organization Design & Change
- Behavioral Implementation:
 - Leadership Implementation
 - Corporate Culture, Politics
 - Personal Values, Social Responsibility & Business Ethics
- Functional & Operational Implementation:

- Functional Strategies
- Functional, Financial, Marketing, Operational & Personal Plans
- Functional, Financial, Marketing, Operational & Personal Policies
- Operational Implementation

Unit 8: Strategic Evaluation & Control:

- An overview of Strategic Evaluation and Control
- Strategic & Operational Control
- Techniques of Strategic Evaluation & Control

Unit 9: Case Module:

(To be presented by the students and will be facilitated by faculty in the class)

- The Strategic Aspirations of Reserve Bank of India (Azhar Kazmi)
- Helpage India (Azhar Kazmi)
- What lies in the store for the Retailing Industry in India (Azhar Kazmi)
- Bharat heavy Electricals Ltd. Concentrates on the Power Equipment (Azhar Kazmi)
- Striking Back : The Case of TVS Suzuki (Rakesh Khurana & A.N. Ravichandran)
- Cool Competitive Strategies of Whirpool (Azhar Kazmi)
- Incorporating Corporate Social Responsibility into Strategy at the Tata group (Azhar Kazmi)
 - Mysore Food limited

Text Readings:

1. Azhar Kazmi, *Business Policy and Strategic Management*, 2nd Ed., Tata-McGraw Hill
2. Lawrence R. Jauch, Rajiv Gupta and William F. Glueck, *Business Policy and Strategic Management*, 7th Ed., Frank Bros and Co.,
3. Thompson and Strickland, *Strategic Management-Concepts and Cases*, 12th Ed. Tata McGraw Hill.

FT-302C PROJECT MANAGEMENT

Level of Knowledge: Expert Knowledge

Course Objectives:

- To acquaint students with project management method and to develop skills on project planning, analysis, implementation and control.

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

The external examination will have two Sections A and B. Section A worth 40 marks will consist of five theory questions out of which a student has to attempt any four questions. Section B worth 20 marks will be Analytical (Case/Case let/Research Situation/Practical problem). The questions may or may not contain internal choice. The questions can have one or more sub-parts.

Course Contents:

Unit 1: Project Planning and Phases:

- Need and importance
- Phases of capital budgeting
- Project analysis facts
- Resource allocation framework:
 - Investment strategies
 - Portfolio planning tools
 - Interface between strategic planning and capital budgeting
- Generation and Screening of Project Ideas.

Unit 2: Project analysis:

- Market and demand analysis (Including demand forecasting)
- Technical Analysis and Financial Analysis:
 - Cost of Project
 - Working capital requirement & its financing.

Unit 3: Project Selection:

- Project cash flows
- Time value of money
- Cost of capital
- Appraisal criteria
- Analysis of Risk.

Unit 4: Project Management and Control:

- Project Organizations
- Planning and Control of project

- Human aspects of project management
- Project control tools:
 - Gantt Charts
 - Line off Balance

Unit 5: Network techniques for Project Management:

- Basic concepts of networks
- line estimation and determination of critical path:
 - PERT models
 - CPM models
- Network cost systems and activity crashing
- Resource leveling.

Unit 6: Project Review: Need for reviews:

- Initial review
- Performance evaluation
- Abandonment analysis,
- Evaluating the capital budgeting systems.

Text Reading:

1. Prasanna Chandra. “Project Planning, Analysis, Selection, Implementation and Review”, New Delhi, Tata McGraw Hill Publications, 2007.
2. Vasant Desai “Project Management” Mumbai, Himalaya Publishing House, 2007.
3. R.Panneerselvam and P.Senthilkumar “Project Management” New Delhi, PHI Learning Private Ltd.,2009.

Suggested Reading:

1. N.P.Agrawal and B.K. Mishra “Project Management” New Delhi, Ramesh Book Depot, 2008.
2. Bhavesh M Patel “Project Management” New Delhi, Vikas Publishing house Pvt. Ltd.2000.

FT-303CA MAJOR RESEARCH PROJECT PHASE I (SYNOPSIS, DATA COLLECTION)

Level of Knowledge: Expert Knowledge

Course Objectives:

- To help the students to understand the Concept and Methods of Business Research.
- To familiarize the students and give them exposure of Synopsis design, objectives formulations and methodology to be used for data analysis.
- To guide the students in questionnaire design and giving the exposure of data collection
- To provide the knowledge to the students so that they will be able to plan, design and execute research proposals
- To familiarize the students with the various methods of data analysis and prepare the research reports.

Scheme of Examination:

Total Marks: 100

Internal Marks: 50

External Marks: 50

Activities and Marks Distribution:

In the third semester, each student will be allocated guide in their respective specialization. Students will finalize the topic of MRP with the respective guides and prepare synopsis in the standard format prescribed by the institute/concerned faculty time to time.

General format of the synopsis should be:

- Cover page containing the research topic, name of Institute with logo, Name of Guide and Student.
- Introduction/Conceptual Framework
- Review of Literature
- Objectives
- Methodology (Universe, Sample, hypothesis (if any), research design (if any)Tools for data collection and analysis)
- Expected Outcomes
- References in APA Style

Internal Marks (50):

- Synopsis submission to coordinator duly approved by Guide (10 Marks) to be awarded by the faculty/coordinator
- Presentation of Synopsis (10 Marks) to be awarded by a panel consisting of an expert and/or coordinator and Guide
- Presentation of Questionnaire (10 Marks) to be awarded by a panel consisting of an expert and/or coordinator and Guide
- Submission of collected data and synopsis in Spiral form (10 Marks) to be awarded by Guide
- Evaluation of data (10 marks) by Guide

External Marks (50):

There will be external evaluation by the external examiner and internal examiner appointed by the Principal.

FT-303CB SUMMER TRAINING PROJECT

Level of Knowledge: Expert Knowledge

Course Objectives:

- The Summer Training Project aims to widen the student's prospective by providing an exposure to real life organizational & environmental situations. It is positioned between first and second year (at the end of second semester).

Duration: 30 - 45 Days

Scheme of Examination:

After completing SIP the student gives the presentation and viva voce as part of evaluation.

Examination Process:

1. Submission of Report
2. Presentation
3. Viva -Voce

FT-304M PRODUCT & BRAND MANAGEMENT

Level of Knowledge: Expert Knowledge

Course Objectives:

- To help student understand the concepts of Product & a Brand, various tools and models used for challenges faced by today's managers.

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

The external examination will have two Sections A and B. Section A worth 40 marks will consist of five theory questions out of which a student has to attempt any four questions. Section B worth 20 marks will be Analytical (Case/Case let/Research Situation/Practical problem). The questions may or may not contain internal choice. The questions can have one or more sub-parts.

Unit 1: Introduction to Product:

- Product – definition, levels and classification
- Product focused organization
- Market focused organization
- The Adaptation & Diffusion of new product development
- Seven stages of PLC
- Managerial Application of PLC
- New Product Development Models
- New Product Development Process

Unit 2 : Product Elimination:

- The Importance, Reasons & Scope of Product Deletion
- Identification & Evaluation of Deletion Products
- Implementing the Deletion Decision

Unit 3: Introduction to Brand:

- Brand
- Brand Reflection
- Commodities Vs brands
- Brand Name
- Brand Strategies
- Hofstede Model for understanding Core Value of Brand
- Brand Significance
- Strategic Brand Management Process

Unit 4: Brand Equity, Image and Personality

- Criteria of choosing Brand Elements
- Concept & Principle of Brand equity

- Measuring Brand Equity:
 - Qualitative
 - Quantitative
- Brand Image
- Brand Personality

Unit 5: Various Concepts associated with Brand:

- Brand Positioning
- Brand Differentiation
- Co-branding
- Celebrity Endorsement – Pros and Cons
- Brand Building
- Brand Extension
- Brand Valuation
- Global Branding

Unit 6: Managing Brands Over Time:

- Brand Repositioning
- Adjustment To Brand Portfolio
- Brand Architecture

Unit 7: Case Module:

(To be presented by the students and will be facilitated by faculty in the class)

- Homemade Ice-cream Limited
- Intel's Entry into Consumer Electronics : Trying a new trade (ICFAI Workbook)
- Brand in search of upward stretch (Harsh V Verma)
- Branding by Sensing (Harsh V Verma)
- Brand in search of new life (Harsh V Verma)

Text Reading:

1. Product Strategy and Management – Michael Baker, Susan Hart, Pearson Education Publication
2. Product management - Donal R. Lehmann, Russel S. Winer Tata Macgraw Hill
3. Brand Management: Y L R Murthy Vikas Publication
4. Strategic Brand Management - Kevin Lane Keller
5. Brand Management: S A Chunawalla

Suggested Reading:

1. Brand Management: U C Mathur Macmillan
2. Brand Management: S L Gupta Himalaya Publishing House
3. Brand Positioning Strategies for Competitive Advantage -Subrato Sen Gupta
4. Brand Management: Ajay Kumar

FT-305M CONSUMER BEHAVIOUR

Level of Knowledge: Expert Knowledge

Course Objective:

- To familiarize the students with the Basic Concepts of Consumer Behaviour
- To Make the students understand the Role of IT in Consumer Behaviour

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

The external examination will have two Sections A and B. Section A worth 40 marks will consist of five theory questions out of which a student has to attempt any four questions. Section B worth 20 marks will be Analytical (Case/Case let/Research Situation/Practical problem). The questions may or may not contain internal choice. The questions can have one or more sub-parts.

Course Contents:

Unit 1: Introduction to Consumer Behavior:

- Definition, Nature and Scope
- Orientation in the study of Consumer behavior
- Application of Consumer Behavior
- Customer and Consumer
- Understanding Consumers and Market Segments

Unit 2: Environmental Influences on Consumer behavior:

- Culture, Sub Culture and Cross cultural understanding:
 - Definition and meaning of culture
 - Characteristics of Culture
 - Concept of Subculture
 - Impact of Subculture on Consumer Behavior
 - Basic understanding of Cross cultural marketing
- Social Class and Consumer behavior:
 - Social Stratification
 - Social Class and buying behavior
- Family and Consumer behavior:
 - Family life cycle
 - Significance of Family in consumer behavior
- Personal Influence
- Diffusion of Innovations:
 - Diffusion concept
 - Adoption Process
 - Factors affecting Diffusion/ Adoption

- Opinion Leadership Concept and Life style Marketing
- Group Dynamics:
 - Types of group
 - Factors which play a role in reference group influences
 - Benefits of reference group appeal

Unit 3: Consumer as an Individual:

- Consumer Needs & Motivation
- Consumer Personality and Self Concept:
 - Basic Concept
 - Personality influence and Consumer Behavior
 - Differential threshold – Webers Law
 - Self concept
- Consumer Perception:
 - Meaning and Definition
 - Factors affecting Perception
 - Perceptual process
 - Factors responsible for perceptual distortion
- Attitudes:
 - Concept and characteristics of Attitude
 - Relationship between attitude and Behavior
 - Factors involved in attitude formation
 - Attitude Change
- Learning:
 - Components of learning
 - Classical conditioning
 - Operant conditioning
 - Application of Classical Conditioning to Advertising

Unit 4: Consumer Decision Process:

- Consumer Decision Making Process
- Post purchase Process :Dissonance Satisfaction/ Dissatisfaction
- Organizational Buying Process

Unit 5: Consumer Behavior Models:

- Nicosia model
- Howard Sheth Model
- Engel-Blackwell and Miniard Model
- Sheth Family and decision making Model

Unit 6: CRM:

- CRM and Consumer Behavior
- Consumerism & Public Policy issues
- The Darker side of Consumer Behavior and Marketing.

Unit 7: Case Module:

(To be presented by the students and will be facilitated by faculty in the class)

- e-CRM : a case study (K.K. Shrivastav)
- Diamonds are forever (K.K. Shrivastav)
- Levis Strauss
- Using the power of Reference
- On-line Matrimony Services in India (ICFAI Workbook)
- Pet Services in India from Bow Bow to Wow Wow (ICFAI Workbook)

Books Recommended:

1. David L. Loudan and Albert J. Della Biita, *Consumer Behavior*, New York, McGraw Hill, 4th Edition 1993
2. Leon G. Schiffman and Leslie Iazar Kanuk, *Consumer Behavior*, London, Prentice Hall, 6th Edition 1995.
3. Dr. S.L. Gupta and Sumitra Pal ,An Indian Perspective, *Consumer Behavior, Text & Cases*
4. Satish K Batra and S H H Kazmi, *Consumer Behaviour, Text & Cases*

Suggested Readings:

1. William L. Wilkie, *Consumer behavior*, New York, John Wiley and Sons, 3rd Edition, 1994.
2. Dish Sheth, Banwari Mittal and Bruce I. Newman, *Consumer behavior and Beyond*, 1999.

FT-306M ADVERTISING & SALES PROMOTION

Level of Knowledge: Expert Knowledge

Course Objectives:

- To help student understand the concepts of Advertising, Sales, Sales Promotion & various tools and models used for challenges faced by today's managers.

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

The external examination will have two Sections A and B. Section A worth 40 marks will consist of five theory questions out of which a student has to attempt any four questions. Section B worth 20 marks will be Analytical (Case/Case let/Research Situation/Practical problem). The questions may or may not contain internal choice. The questions can have one or more sub-parts.

Course Content:

Unit 1: Advertising – An Introduction:

- Meaning, definition and characteristics
- PLC & Advertising
- Indian Advertising industry scenario
- Functions & objectives of Advertising
- DAGMAR and AIDA model
- Types of advertising
- Advertising Agency
- Agency Structures
- Essentials of effective advertising
- Internet advertising
- Advertising as career
- Advertising ethics

Unit 2: Advertising Copy Decisions:

- Meaning, definition and features
- Types of advertising copy
- Elements of copy
- Advertising copy devices
- Essentials of a good copy
- Common mistakes
- Measuring advertising effectiveness
- Advertising appeals

Unit 3: Media Planning & Strategy:

- Types of media
- Identifying the Target Market
- Establishing Media Objectives
- Develop & Implementing Media Strategies

- Media Evaluation
 - Television
 - Buying TV Time
 - Audience Measures
 - Radio
 - Newspapers
 - Newspaper Advertising & Types
 - Purchasing, Circulation & Readership
 - Purchasing Space
- Planning Advertising Campaign
- Advertising Budget

Unit 4: Introduction to Sales Promotion & Personal Selling:

- Definitions-Sales Promotion
- Factor Influencing Sales Promotion Growth
- Advantages & Drawbacks of Sales Promotion,
- Promotion of Sales Force
- Introduction to Personal Selling
- Personal Selling Process

Unit 5: Sales Planning & Promotion:

- How Sales Promotion Affects Sales
- Sales Promotion Objectives & Budget Allocation
- Sales Promotion Design Issues
- Planning Guidelines & Evaluation

Unit 6: Sales Promotion-Tools & Techniques:

- Types of Sales Promotion
- Sales Promotion Tools & Technique
 - Price Deals
 - Bonus-Packs
 - Refunds & Rebates
 - Coupons
 - Contests & Sweepstakes
 - Sampling
 - Premiums
 - Exchange or Buyback Offers
 - Money back offer
 - Frequency programs
 - Event marketing
 - Installments offer
 - Trade fairs and exhibitions

Unit 7: Case Module:

(To be presented by the students and will be facilitated by faculty in the class)

- Pearls Soap (SHH Kazmi & Satish Batra)
- Panorid pain Balm (SHH Kazmi & Satish Batra)
- Pizza Hut (SHH Kazmi & Satish Batra)

- Lintas
- Pond's Cream (Manindra Mohan)

Text Reading:

1. S H H Kazmi & Satish K Batra: Advertising & Sales Promotion
2. Foundations of Advertising S A Chunawalla K C Sethia
3. Aaker, Batra & Myers: ADVERTISING MANAGEMENT; Prentice Hall India.

Suggested Reading:

1. Wright, Winter & Zeigler: ADVERTISING; Tata McGraw Hill.
2. Wells, Burnett & Moriarty: ADVERTISING PRINCIPLES AND PRACTICES, Prentice-Hall
3. Sandage, Fryburger & Rotzoll: ADVERTISING; Irwin.
4. J. T Russel & Ronald Lane: KLEPPNER'S ADVERTISING PROCEDURE; Prentice Hall.
5. Don E. Schultz: STRATEGIC ADVERTISING CAMPAIGNS; NTC Business Books.

FT-304F BUSINESS TAXATION

Level of Knowledge: Expert Knowledge

Course Objectives:

- To Lay a Conceptual Framework for Business Taxation
- To develop an ability in the student to apply theoretical concepts with Practical life problems

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

The external examination will consist of six questions out of which first question will be of 20 marks and will be compulsory. From the remaining five questions, a student will have to attempt any four questions. The questions may or may not contain internal choice. The questions can have one or more sub-parts.

Course Contents:

Applicable Assessment Year 2010-11, Previous Year 2009-10.

Unit 1: Basic Concepts and framework of Income tax Act, 1961:

- Framework
- Definitions under Income Tax Act ,196:
 - Assessment Year
 - Previous Year
 - Income
 - Person
 - Assessee
- Residential Status and Incidence of Tax

Unit 2: Income under the 'head Income from Salaries:

- Basis Of Charge
- Meaning
- Terms Taxable as Salary:
 - Advance Salary
 - Leave Encashment/Salary
 - Bonus
 - Gratuity
 - Pension
- Taxability of Allowances U/s 10(14) and Rule 2BB:
 - House Rent Allowance U/s 10(13A)
 - Traveling allowance
 - Conveyance Allowance
 - Daily, Helper, Uniform allowance

- Children education allowance (Rule 2BB)
- Transport allowance(Rule 2BB)
- Taxability of perquisites:
 - Concept of Specified and Non specified employee
 - Valuation of Rent-free unfurnished and furnished accommodation
 - Leave Travel Concession
 - Free Education
 - Lunch/refreshments
- Permissible deduction:
 - Entertainment Allowance
 - Professional Tax
- Simple problems based on the computation of Income from Salaries

Unit 3: Income under the head ‘income from House property:

- Basis of Charge
- Concept of House property:
 - Concepts of Municipal Valuation, Fair Rent, Standard rent
 - Determination of Gross and Net Annual value
- Deductions u/s 24:
 - Standard deduction
 - Interest on Borrowed capital
- Special Cases:
 - One House property Partly Let out and Partly Self occupied
 - More than One House, Deemed to be let out
- Simple problems based on the computation of Income from house property

Unit 4: Income under the head ‘Profit and gains of business and professions:

- Basis Of charge
- Basic concepts and principles
- Specific allowances:
 - Rent, Rates , Taxes, Repairs, Insurance for building u/s 30
 - Repairs and insurance of Machinery plant and furniture u/s 31
 - Depreciation u/s 32 and concept of block of Assets
 - Expenditure on scientific research u/s 35
 - Amortization of Preliminary expenses u/s 35D
 - Interest on borrowed capital 36(1)(iii)
 - Bad Debts u/s 36(1)(vii)
 - Conditions under Section 37(1)
- Specific disallowances:
 - Income tax , Wealth Tax, Security Transaction Tax
 - disallowances in respect of expenditure exceeding Rs. 20,000 U/s 40A(3) and exception in Rule 6DD
- Special Provisions of Section 44AD,44AE,44AF
- Maintenance of Books of accounts U/s 44AA

- Tax Audit U/s 44AB

Unit 5: Income under the Head ‘Income from Capital Gains:

- Basis Of Charge
- Concepts:
 - Capital Assets
 - Short term and Long Term Capital Assets
 - Cost of Acquisition and Improvement
 - Indexation
 - Transfer
 - Full Value of Consideration
- Simple problem based on Computation of Capital gains (Including Shares)
- Deduction:
 - Capital gain arising from the transfer of residential house property u/s 54,
 - Capital gain arising from the transfer of land used for agricultural purposes u/s 54B ,
 - Capital gain not to be charged on investments in certain bonds 54EC ,
 - Capital gain arising from the transfer of a long term capital asset other than a house property u/s 54F

Unit 6: Income under the head ‘Income from Other Sources:

- Basis of Charge
- Concepts and Few examples of Income from other sources
- Taxability of :
 - Income from Lottery, Horse race Puzzles and card games
 - Interest on securities
 - Simple concepts relating to dividend and dividend distribution Tax

Unit 7: Permissible Deductions under Chapter VIA:

- Deductions relating to:
 - Section 80C relating to various investments
 - Section 80CCC Pension fund
 - Section 80D in respect of medical insurance premium
 - Section 80DD relating to dependent being a person with disability
 - Section 80DDB relating to medical treatment
 - Section 80E in respect of repayment of Education loan

Unit 8: Return of Income and TDS:

- Basic concepts relating to filing of return:
 - Filing of return U/s 139(1)
 - Concepts relating to PAN u/s 139A
 - Tax return preparers Scheme 139B
- Tax Deducted at Source:
 - TDS provisions relating to Salary u/s 192
 - Interest on securities u/s 193
 - Interest , other than Interest on securities u/s 194A
 - Payment to Contractors U/s 194C

➤ Rent U/s 194-I

Text Readings:

1. Student guide to Income Tax Dr. V.K Singhanian Dr.Monica Singhanian, Taxman publications
2. Income Tax S.C., Saklecha, Satish Publication House

Suggested Readings:

Direct Taxes ,T.N Manoharan, Snow White Publications

FT-305F FINANCIAL ENGINEERING

Level of Knowledge: Expert knowledge

Course Objectives:

- To Lay a Conceptual Framework for Financial Engineering
- To develop an ability in the student to apply theoretical concepts with Practical life problems

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

The external examination will consist of six questions out of which first question will be of 20 marks and will be compulsory. From the remaining five questions, a student will have to attempt any four questions. The questions may or may not contain internal choice. The questions can have one or more sub-parts.

Course Contents:

Unit 1: Introduction to Derivatives:

- Concept and terminology of derivatives
- Types of derivatives:
 - Future
 - Forward
 - Options
 - Swaps
- Concept of Participants:
 - Hedgers
 - Speculators
 - Arbitragers
- Use of Derivatives
- Types of Order
- Types of Margin
- Concepts and Introduction to Stock Exchanges (BSE,NSE,NCDEX,MCX)

Unit 2: Futures Contract:

- Concepts relating to futures
- Difference between futures and forward Contracts
- Concept of Margin, Clearing house, Hedging
- Types of futures:
 - Stock Index futures
 - Interest rate futures
 - Foreign exchange and currency futures etc.
 - Undervalued, Overvalued and Correctly Priced with reference to Future
- Simple problems based on valuation of futures

Unit 3: Option Contracts:

- Concept and Meaning of Options
 - American Option
 - European Option
- Concepts relating to the following:
 - In the Money Option (ITM)
 - At the Money Option (ATM)
 - Out of the Money Option (OTM)
- Types of Options:
 - Call Option
 - Put Option
- Following trading Strategies Involving Bull and Bear:
 - Straddle
 - Strangle
 - Strips and Straps
 - Butterfly
- Preparation of Pay-Off table / Graphs from the point of view of:
 - Holder
 - Writer
- Valuation of Options using:
 - Black-Schole Model
 - Call-Put Parity Theory

Unit 4: Swaps:

- Introduction and meaning of Swaps
- Mechanics of Swaps transactions
- Interest rate Swap
- Currency rate swaps
- Simple Problems based on Interest Rate and Currency Swaps

Text Readings:

1. John C Hull, Options, Futures and Other Derivatives, New Delhi Pearson Education Asia publication.
2. Derivatives, SSS Kumar, Prentice Hall Pvt Ltd.
3. N D Vohra , B R Bagri, Tata McGraw Hill Publication

Suggested Readings:

Derivatives, Robert A Strong, Thomson Publications

FT-306F WORKING CAPITAL MANAGEMENT

Level of Knowledge: Expert Knowledge

Course Objectives:

- To Lay a Conceptual Framework for Working Capital Management
- To develop an ability in the student to apply theoretical concepts with Practical life problems

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

The external examination will consist of six questions out of which first question will be of 20 marks and will be compulsory. From the remaining five questions, a student will have to attempt any four questions. The questions may or may not contain internal choice. The questions can have one or more sub-parts.

Course Contents:

Unit 1: Basic Concepts and overview of Working capital:

- Concept and definition of working capital
- Need of working capital
- Components of Working capital
- Meaning of Operating cycle, Current Assets and Current liabilities

Unit 2: Computation of Working Capital:

- Simple problems relating to computation of working capital using
 - Operating Cycle method
 - Current assets and Current liabilities Method using:
 - Normal Problems
 - Cash Cost Method
- Mini Cases based on Working Capital

Unit 3: Cash Management:

- Introduction and basic concepts of Cash Management
- Objectives of Cash Management
- Preparation of Cash Budget
- Concept of Cash Management Technique
- Mini Cases and simple problems based on Cash Management

Unit 4: Inventory Management:

- Basic Concepts
- Trade-off Between cost and benefit associated with level of Inventory
- Techniques for managing Inventory and problems based on:
 - EOQ Model

- ABC Analysis
- Pareto Analysis
- Inventory Management using the following Methods and problems based on:
 - First in first out (FIFO)
 - Last in first out(LIFO)
 - Weighted average
 - Base Stock Method
- Computation of Stock out Costs and problems based on Stock out
- Mini Cases based on Inventory Management

Unit 5: Receivable Management:

- Basic Concept
- Category of Cost Related to receivables
- Concept of Credit Policy and Bad debts
- Concept of Factoring
- Problems based on:
 - Effect of change in Credit Policy
 - Using Factoring
- Mini Cases based on Receivable Management

Unit 6: Working Capital Financing:

- Trade
- Bank Credit:
 - Cash Credit/Over draft
 - Bill purchase/discounted
 - Terms loans
 - Letter of Credit
 - Hypothecation, Pledge ,Mortgage, charge
- Commercial Paper
- Certificate of Deposit
- Factoring
- Mini Cases based on Working Capital Financing

Text Readings:

1. I M Pandey, Vikas Publication House Pvt. Ltd.
2. Prasanna Chandra, Tata McGraw-Hill Publishing Company Ltd.
3. **Shashi K.Gupta & RK Sharma**

Suggested Readings:

M Y Khan and P K Jain, Text and Problems and Cases Tata McGraw-Hill Publishing Company Ltd.

FT-304H HR LAWS

Level of Knowledge: Expert Knowledge

Course Objective:

- To provide exposure to students to understand clearly the various laws related to Industrial Relations, Labour Laws and compensation & Reward Management

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

The external examination will have two Sections A and B. Section A worth 40 marks will consist of five theory questions out of which a student has to attempt any four questions. Section B worth 20 marks will be Analytical (Case/Case let/Research Situation/Practical problem). The questions may or may not contain internal choice. The questions can have one or more sub-parts.

Course Contents:

Part I: Industrial Relations & Labour Laws:

Unit 1: Trade Union Act and Industrial Disputes:

- **Trade Unions Act, 1926:** Trade Unions, Registration of Trade Unions, Cancellation of Registration and Appeal, Rights and Privileges of a Registered Trade Union, Dissolution, Penalties
- **Industrial Disputes Act, 1947:** Industrial Disputes, Authorities under the Act- Conciliation machinery, Adjudication Machinery. Procedure, Powers and Duties of authorities, Strikes and Lock-Outs, Lay-Off and Retrenchment, Penalties

Unit 2: Workers Participation in Management and Collective Bargaining:

- **Workers Participation in Management:** Meaning, Objectives, Essential Conditions, Forms of WPM
- **Collective Bargaining:** Meaning, Functions, Process, Importance of Collective Bargaining to Employer and Employees

Unit 3: Factories and E.S.I.C Act, 1948 and Payment Gratuity:

- **Factories Act, 1948:** Definitions, Health, Safety and Welfare provisions under the act, Working Hours of Adults, Annual Leave with Wages, Penalties
- **E.S.I.C Act, 1948:** Applicability of the Act, Definitions, Administration of the Scheme, Contributions, Benefits, Penalties.
- **Payment of Gratuity Act, 1972:** Meaning, Definition, Payment of Gratuity, Nomination, Determination of Gratuity, Recovery of Gratuity, Penalties and offences.

Part-II: Introduction to Compensation Management and Related Laws

Unit 4: Wage and Salary Administration:

- Definition
- Goals/Objectives
- Job Evaluation
- Methods of Wage Fixation
- Factors Affecting Wage Concept of Pay of Performance.
- Fringe Benefits

Unit 5: Payment of Wages and Minimum Wages Act:

- **The Payment of Wages Act, 1936:** Definition, Application, Rules for Payment of Wages, Deductions from wages, Appeal, Penalty for Offences.
- **The Minimum Wages Act, 1948:** Object, Definitions, Fixation and Revision of Wages, Safeguards in Payment of Minimum wages, Offences and Penalties

Unit 6: The Employee's Provident Fund and Payment of Bonus Act:

- **The Employees' Provident Fund Act, 1952:** Application of the Act, Definitions, Employees Provident Fund Schemes, Employees Pension Scheme and Fund, Employees' Deposit Linked Insurance Scheme and Fund, Administration of the Schemes, Determination of Money due from Employers, Penalties.
- **The Payment of Bonus Act:** Object, Eligibility and disqualification for Bonus, Determination of Bonus, Inspectors, Penalties

Unit 7: Case Module:

(To be presented by the students and will be facilitated by faculty in the class)

- Performance vs. Trade Union Role in Collective Bargaining. (P. Subbarao)
- Grievance Procedure vs. Collective Bargaining (P.Subbarao)
- Smart Beginning (VSP Rao)
- Balbir: The Union Man (VSP Rao)
- Workmen's Compensation (VSP Rao)

Text Readings:

1. R.C. Chawla and K.C. Garg, Industrial Law, Ludhiana, Kalyani Publishers, 1993.
2. N.D. Kapoor, Handbook of Industrial Law, Sultan Chand & Sons, New Delhi.
3. Garry Dessler, Personnel/ Human Resource Management, London, Prentice Hall, 1994
4. P. Subbarao, Essentials of Human Resource Management and Industrial Relations-III Edition, Himalaya Publishing House, Mumbai.

Suggested Reading:

1. J.K. Bareja, Industrial Law, New Delhi, Galgotia Publishing Co., 2001.
2. VSP Rao, Human Resorce Management, 2nd Edition, Excel Publications, A, 45Naraina

FT-305H HUMAN RESOURCE DEVELOPMENT

Level of Knowledge: Expert Knowledge

Course Objective:

- The course is designed to inculcate in students a clear understanding of various aspects involved in developing human Resources, HR Systems & Processes and equip them with the techniques.

Scheme of Examination:

Total Marks: 100

Internal Marks : 40

External Marks: 60

The external examination will have two Sections A and B. Section A worth 40 marks will consist of five theory questions out of which a student has to attempt any four questions. Section B worth 20 marks will be Analytical (Case/Case let/Research Situation/Practical problem). The questions may or may not contain internal choice. The questions can have one or more sub-parts.

Course Contents:

Unit 1: Introduction to HRD:

- Definition and Concept
- Characteristics of HRD
- HRD Methods
- Role of an HRD Manager
- Need for HRD
- Need for HRD in the Indian Context

Unit 2: Planning and Organizing the HRD System:

- Planning the HRD System
- HRD Philosophy
- HRD Objectives
- HRD Policies and Practices
- HRD Sub-Systems
- HRD Strategy and Action Plans

Unit 3: Training and Development:

- Training and Development Needs
- Methods of Training
- Methods of Executive Development
- Evaluation of Training Programmes
- Career planning and Succession Planning

Unit 4: Performance Management:

- Introduction to Performance Management
- Concepts and Principles
- Balance score Card approach to performance management

- Performance appraisal and its methods

Unit 5: Behavioral Devices:

- FIRO-B
- Johari Window
- Transactional Analysis

Unit 6: HRD Competencies:

- Challenges
- Professionalism in HR
- Myths and Realities of HRD
- Competencies Needed
- Auditing HRD Competencies
- Individual Interviews, Group Interviews, Observation
- HRD Audit Instruments

Unit 7: Case Module:

(To be presented by the students and will be facilitated by faculty in the class)

- Performance Management Systems at Titan (S.K. Bhatia)
- Performance Management System in Infosys (S.K. Bhatia)
- Politics and Performance Appraisal (P. Subba Rao)
- Evaluation of Executive Development Program (P.Subbarao)
- Training Expenditure: Cost or Investment (P.Subbarao)

Text Readings:

1. P.C. Tripathi, Human Resource Development, Sultan Chand & Sons, New Delhi. (2010)
2. S.K. Bhatia, Performance Management, Deep & Deep Publications, New Delhi. (2007).
3. P.P. Arya & B.B Tandon, Human Resource Development, Deep & Deep Publications, New Delhi. (2007).

Suggested Readings:

1. Kuldeep Singh, T.V Rao- Selected Readings in HRD, Tata McGraw-Hill, New Delhi
2. P. Subbarao, Essentials of Human Resource Management and Industrial Relations-III Edition, Himalaya Publishing House, Mumbai.

FT-306H CHANGE MANAGEMENT AND OD

Level of Knowledge: Expert Knowledge

Course Objective:

- The course is intended to help students to understand various implications of Change Management and provide interventions for organizational Development

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

The external examination will have two Sections A and B. Section A worth 40 marks will consist of five theory questions out of which a student has to attempt any four questions. Section B worth 20 marks will be Analytical (Case/Case let/Research Situation/Practical problem). The questions may or may not contain internal choice. The questions can have one or more sub-parts.

Course Contents:

Unit 1: Change Management:

- Defining
- Need for Change.
- Types of organizational change.
- Forces of organizational change.
- Resistance to Change

Unit 2: Organizational Change Models and its Process:

- Change Models
- Understanding the change process
- Leading the Change Process
- Facilitating the Change

Unit 3: Organizational Culture and Change:

- Meaning
- Types of Culture
- OCTAPACE Culture
- Designing Strategy for Cultural Change

Unit 4: Organization Development:

- Introduction
- Definition
- History
- Assumptions
- Values and Beliefs in Organization Development (OD) and Transformation.

Unit 5: OD Foundations and Action Research:

- Foundations of OD
- OD Process
- Action Research and OD

Unit 6: OD Interventions:

- Overview
- Types
- Team Interventions, Inter-Group Interventions, Comprehensive and Structural Interventions

Unit 7: Case Module:

(To be presented by the students and will be facilitated by faculty in the class)

- Out with the old, In with the new (R.L Nandeshwar)
- The Golden Bank (R.L Nandeshwar)
- Wal-Mart's World (Stephen.P. Robbins and Seema Sanghi)

Text Readings:

1. R.L. Nandeshwar, Balakrishna Jayasimha, Change and Knowledge Management –Ist Edition Excel Books, New Delhi
2. Stephen P. Robbins and Seema Sanghi, Organizational Behavior, New Delhi, Prentice Hall, 13th edition.
3. Wendell L. French and Cecil N. Bell Jr., Organization Development, New Delhi, Prentice Hall, 5th Edition, 1999.

Suggested Readings:

1. Don Harvey and Donald R. Brown, An Experiential Approach to Organizational Development, New Jersey, Prentice Hall Inc., 1996.

FT-304I OBJECT ORIENTED PROGRAMMING USING C++

Level of Knowledge: Expert Knowledge

Course Objective:

Object Orientation is a new approach to understand the complexities of the real world. In contrast to the earlier approaches like procedural etc, object orientation helps to formulate the problems in a better way giving high reliability, adaptability and extensibility to the applications. This course offers the Modern Programming Language C++ that shall help the students to implement the various concept of Object Orientation practically. The students will be able to program in the Object Oriented Technology with the usage of C++.

Scheme of Examination:

Total Marks: 100

Internal Marks: 20

Practical Marks 20

External Marks: 60

The external examination will consist of six questions out of which first question will be of 20 marks and will be compulsory. From the remaining five questions, a student will have to attempt any four questions. The questions may or may not contain internal choice. The questions can have one or more sub-parts.

Course Content:

Unit 1: Object Oriented Programming:

- Introduction
- Procedure Oriented Programming Vs. Object Oriented Programming (OOP)
- Overview:
 - Objects
 - Classes
 - Encapsulation
 - Data Binding
 - Inheritance and Polymorphism
 - Dynamic Binding
 - Message Passing.

Unit 2: Review of constructs of C used in C++:

- Variables
- Type Declarations:
 - User defined Data Types
 - Increment and Decrement Operators
 - Relational and Logical Operators
 - If then else clause
 - Conditional Expressions
- Input and Output statement:
 - Loops

- Switch Case
- Arrays
- Structure
- Unions
- Automatic
- External and Static Data Members and Member Function
- Pointers, Preprocessor Directives

Unit 3: Arrays & Pointers:

- Arrays of Objects
- Pointer to Object
- this Pointer
- Function:
 - General form
 - Prototypes
 - Returning
 - Passing Objects to Functions Returning Objects
 - Friend Function
 - Recursion
 - References.

Unit 4: Inheritance:

- Multilevel and Multiple Inheritance
- Constructor
- Destructor and Inheritance
- Private
- Public and Protected Access Specifies
- Function and Operator Overloading.

Unit 5: Templates:

- Virtual Function
- Pure Virtual Function
- Polymorphism
- Generic Functions
- Generic types
- Overloading of Templates and Functions
- Standard parameters with Template Functions
- Applying Generic Functions
- Generic Class
- File and Exception Handling
 - Introduction to Templates and Exception Handling
 - File Classes
 - Opening and Closing a file
 - Reading and writing a Text File
 - Detecting EOF

Text Readings:

1. E. Balagurusamy, “**Object Oriented Programming with C++**”, Tata McGraw Hill Pub. Co. Ltd., New Delhi, 2000
2. Robert Lafore, “**Object Oriented Programming in Turbo C++**”, Galgotia Pub. Pvt. Ltd., New Delhi, 2000

Suggested Readings:

1. Herbert Schildt, “C++ : The Complete Reference”, Tata McGraw Hill Publishing Company Ltd., New Delhi, 1999
2. D. Ravichandran, “Programming with C++”, Tata McGraw Hill Pub. Co. Ltd., New Delhi, 2000

FT- 305I COMPUTER NETWORKS

Level of Knowledge: Expert Knowledge

Course Objective:

- The objective of this course is to help students to understand the concepts of Data Communication and Computer Networks and related issues and their use in organization and processing complex business information.

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

The external examination will consist of six questions out of which first question will be of 20 marks and will be compulsory. From the remaining five questions, a student will have to attempt any four questions. The questions may or may not contain internal choice. The questions can have one or more sub-parts.

Course Contents:

Unit 1: Computer Networks:

- Introduction
- Distributed Systems
- Network Goals & its Applications
- Protocol Hierarchies,
- Network Architecture

- Design Issues for the Layers:
 - Simplex
 - Half-duplex
 - Full-duplex

- Interfaces and Services:
 - Connection Oriented
 - Connection less Services
 - Service Primitives.

Unit 2: Reference Models:

- The OSI Reference Model
- The TCP/IP Reference Model
- Comparison and Critique of the OSI and TCP/IP Reference Models.

Unit 3: Physical Layer:

- Concepts of Data Transmission
- Transmission media
- Guided and Unguided Media
- Digital and Analog Transmission
- Transmission Impairments

- Multiplexing:
 - TDM
 - WDM
 - FDM

- Switching Techniques:
 - Circuit
 - Packet and Message
 - Cellular Radio
 - Wireless Transmission
 - Modems
 - DSL
 - Cable Modem

- ISDN:
 - Introduction
 - ISDN Channels
 - ISDN Layers
 - Services
 - Communication Satellites.

Unit 4: Data Link Layer:

- Framing, Error Control
- Flow Control
- Unrestricted Simplex
- Simplex Stop-and-Wait Protocol

- Sliding Window Protocols:
 - HDLC
 - SLIP
 - PPP

- Network Layer:
 - Internal Organization
 - Routing
 - Congestion

 - Routing:
 - Shortest Path
 - Multipath
 - Congestion Control Algorithm
 - Preallocation of Buffers
 - Choke Packets
 - Deadlocks and Services of Network Layer.

- Transport Layer:
 - Services of Transport Layer,
 - Transport Protocols
 - Connection Management.

Unit 5: Upper OSI layers:

- Session Layer and Transport Interaction
- Presentation Layer:
 - Translation
 - Authentication
 - Data Compression
- Application layers:
 - Message Handling System(MHS)
 - File transfer
 - Access and Management (FTAM)
- Transmission Technology:
 - Broadcast Networks
 - Point-to-Point Networks:
 - LAN
 - MAN & WAN Topologies
 - Wireless Networks
 - Internetworking
 - Introduction to Bridges
 - Routers
 - Switches
 - Gateways
 - Repeaters
 - Introduction Functioning and Services:
 - Novell Netware
 - Window NT
 - NOS (Network Operating Systems)

Text Reading:

1. Andrew. S. Tannanbaum, “Computer Networks”, Prentice-Hall 2006.
2. Behrouz A. Forouzan, “Data Communication and Networking”, Tata
3. McGraw Hill Pub. Co. Ltd., New Delhi, 2006.

Suggested Readings:

1. Martin, J., “**Computer Networks and Distributed Processing**”, Prentice-Hall, 1985.
2. Tom Sheldon, “**Encyclopedia of Networking**”, Tata McGraw Hill Pub. Co. Ltd., New Delhi, 1998.
3. William Stallings, “**Data and Computer Communication**”, Prentice Hall India, New Delhi, 2001.
4. William A. Shay, “**Understanding Data Communications and Networks**”, Vikas Publishing House, New Delhi, 2001.
5. Parag Diwan and Dharam Bir Singh, “**Computer Networks Driven e-Commerce Technologies**”, Excel Publisher Pvt. Ltd., New Delhi, 2000.
6. S. Keshav, “**An Engineering Approach to Computer Networking**”, Addison- Wesley Longman (Singapore) Pte. Ltd., New Delhi, 2001.
7. D.E.Comer, “Data and Network Communication” Delmar Thomson Learning Singapur 2000.

FT-306I SOFTWARE ENGINEERING

Level of Knowledge: Expert Knowledge

Course Objective:

- The objective of this course is to help students to understand the basics of Software Engineering, Project Management, Software Quality and related issues and their use in organization and processing complex business information.

Scheme of Examination:

Total Marks : 100

Internal Marks : 40

External Marks : 60

The external examination will consist of six questions out of which first question will be of 20 marks and will be compulsory. From the remaining five questions, a student will have to attempt any four questions. The questions may or may not contain internal choice. The questions can have one or more sub-parts.

Course Contents:

Unit 1: The Product and the Process:

- The Evolving Role of Software
- Software Characteristics A layered Technology
- Process
- Methods and Tools
- The Software Process
- Software Process Models
- Linear Sequential Model
- Prototyping Model
- RAD Model
- The Incremental Model
- The Spiral Model
- The Concurrent Development Model
- The Component-Based Development
- The Formal Methods Model
- Fourth Generation Techniques.

Unit 2: Projects Management Concepts, Software Process and Project Metrics:

- The Management Spectrum:
 - The People
 - The Product, The Process
- The Project Measures, Metrics, and Indicators
- Metrics in the Process and Project Domains
- Software Measurement
- Reconciling Different Metrics Approaches

- Metrics for Software Quality
- Integrating Metrics within the Software Engineering Process.
- Project Scheduling and Tracing:
 - Basic Concepts
 - The Relationship Between People and Effort
 - Defining a Task Set for the Software Project
 - Selecting Software Engineering Tasks
 - Refinement of Major Tasks
 - Defining a Task Network, Scheduling
 - Earned Value Analysis
 - Error Tracking
 - The Project Plan.

Unit 3: Software Project Planning, Risk Analysis and Management:

- Observations for Estimation
- Project Planning Objectives
- Software Scope, Resources
- Software Project Estimation
- Decomposition Techniques
- Empirical Estimation Models
- The Make/Buy Decision
- Automated Estimation Tools
- Reactive versus Proactive Risk Strategies:
 - Software Risks
 - Risk Identification
 - Risk Projection
 - Risk Refinement
 - Risk Mitigation, Monitoring, and Management,
 - Safety Risks and Hazards.

Unit 4: Software Quality Assurance:

- Quality concepts, the quality movement
- Software quality assurance, software reviews
- Formal technical reviews
- Formal approaches to SQA
- Statistical software quality assurance
- Software reliability, mistake-proofing for software
- The ISO 9000 quality standards
- SQA Plan
- Software Testing Techniques & Strategies:
 - Objectives white box testing methods
 - Black box testing
 - Testing for specialized environments
 - Architectures
 - Applications
 - A strategic approach to software testing, strategic issues
 - Unit Testing, Integration Testing

- Validation Testing
- System Testing and the Art of Debugging.

Unit 5: Analysis & Design Concepts and Principles:

- Mechanics of structured analysis
- Data flow design and Entity Relationship design
- Overview of Object Oriented Design Concepts
- Design Concepts and principles
- Effective modular design
- Data modeling.
- Client/Server Software Engineering, Re-engineering:
 - The Structure of Client/Server Systems
 - Software Engineering for Client/Server systems
 - Analysis modeling issues
 - Design for Client/Server systems and testing issues
 - Software Maintenance Software Re-engineering
 - Software reengineering process model
 - Reverse engineering
- Reverse engineering user interfaces restructuring:
 - Code restructuring
 - Data restructuring
 - Forward engineering
 - Economics of reengineering
 - Introduction to CASE.

Text Readings:

1. Roger S. Pressman, “**Software Engineering**”, 6th Ed., Mc Graw Hill Inc., New York, 2005.
2. Pankaj Jalote “ **Software Engineering** ” Narosa Publishing House 2nd Edition 1999
3. Ian Sommerville “ **Software Engineering**” Pearson Education 7th Edition 2006.

Suggested Readings:

1. Martin L. Shooman, “**Software Engineering**”, McGraw Hill International Book
2. company, New Delhi, 1985
3. Richard E.Fairely, “**Software Engineering Concepts**”, Mc Graw Hill Inc. New York, 1997
4. G. Meyers, “**The Art of Software Testing**”, Willey-Inter-Science, 1979.
5. Bruce I. Blum, “**Software Engineering- A Holistic View**”, Oxford University Press, New York, 1992
6. uramah Finzi, “**Software Testing in Real World**”, Addison-Wesley, New Delhi, 2000
7. Barbara ktchenham, “**Software Metrics**”, Blackwell, UK, 1996

FT-304P: PRODUCTION PLANNING AND CONTROL

Level of Knowledge: Expert Knowledge

Course Objectives:

- The course is design to equip the students with the concepts of Production Planning and Control (PPC). The emphasis will be on the application of concepts and tools used in PPC for achieving efficiency and quality superiority.

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

The external examination will have two Sections A and B. Section A worth 40 marks will consist of five theory questions out of which a student has to attempt any four questions. Section B worth 20 marks will be Analytical (Case/Case let/Research Situation/Practical problem). The questions may or may not contain internal choice. The questions can have one or more sub-parts.

Course Contents:

Unit 1: Introduction to Production Planning and Control:

- Production Management Technologies
- Evaluation
- PPC
- PLC
- Appropriate Technology
- Decision in Production systems
- Planning Horizon Type decision
- Market Driven System:
 - Wheel and Hub
 - World Class Manufacturing
 - Lean Production
- Agile manufacturing and lean v/s Agile Need of PPC
- Functions of PPC
- Factors Influencing PPC in the Organization
- Manufacturing Methods
- Managerial Policies
- Pre-requisites of PPC.

Unit 2: Materials Planning and Control:

- Input Required for Materials Planning and Control
- Steps in Materials Planning and Control
- Techniques of Materials Planning and Control
- Machining Allowances, Make or Buy Decision
- Scientific Stock Control Techniques (Inventory Control Models).

Unit 3: Factors Influencing Process Planning:

- Step in Process Planning
- Process Selection
- Tools control.

Unit 4: Manufacturing resource planning (MRP II):

- Introduction
- Aggregate production planning
- Master production scheduling
- MRP II (Introduction, concepts)
- MRP II with Just in Time
- Choice of software
- Making MRP II system work
- Achieving business objectives with MRP

Unit 5: Scheduling:

- Factors Influencing Scheduling
- Working and Scheduling Charts
- Job Sequences:
 - n job on two machines
 - n job on three machines
- Project Scheduling
- Critical Ratio Scheduling
- Assignment Techniques (Assignment - Model).

Unit 6: Capacity Planning:

- Capacity Planning
- Integrated Production Planning and Control
- Push system
- Pull system
- Bottleneck
- Hybrid Push-Pull system.

Text Reading:

1. Jhamb L. C. "Production Planning and Control", Pune: Everest Publications, 2001.
2. Hari Raghu Rama Sharma, "Production Planning and Control Concepts and Application",
3. New Delhi: Deep and Deep Publications, 2000.

Suggested Reading:

1. Bill Scott, "Manufacturing Planning System", London : McGraw-Hill Publications, 1995.
2. George W. Plossl, O. R. Licky's. "Materials Requirement Planning", New York:
3. McGraw-Hill Publications, 1994.

FT-305P: BUSINESS PROCESS REENGINEERING

Level of Knowledge: Expert Knowledge

Course Objectives:

- To help student understand the concepts of Business Process Reengineering, various tools and models used for problems faced by managers.

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

The external examination will have two Sections A and B. Section A worth 40 marks will consist of five theory questions out of which a student has to attempt any four questions. Section B worth 20 marks will be Analytical (Case/Case let/Research Situation/Practical problem). The questions may or may not contain internal choice. The questions can have one or more sub-parts.

Course Contents:

Unit 1: Introduction to BPR:

- What is BPR
- Philosophy of BPR
- Fundamental tenets of BPR
- Benefits & pitfalls of BPR
- Drivers to BPR.

Unit 2: Process reengineering framework:

- Opportunity assessment
- Planning the process re-engineering project.

Unit 3: Organizing for process reengineering:

- Process Focused organization
- Organization process reengineering team

Unit 4: Process analysis and design:

- Process analysis
- Process design.

Unit 5: Planning and implementing the transition:

- Planning the transition
- Implementing the transition
- Tracking and measuring process performance
- Success factors of BPR
- Managing barriers to BPR success

Unit 6: Tools and techniques used in BPR:

- Case tools
- Work flow systems
- Imaging technology
- Floware
- Business design facility tools
- Change management tools.

Unit 7: Risk and impact measurement:

- Role of IT in BPR

Suggested Reading:

1. Lon Roberts, "Process Re-engineering: The Key to Achieving Breakthrough Success", New Delhi: Tata McGraw Hill, 1992.
2. Henry J. Johnson, Palrik Mchine, A.John Pandilebury, William A Wheeler, "Business Process Reengineering: Breakpoint Strategies for Market Dominance", Chichester, John Wiley & Sons, 1993.

FT-306P TOTAL QUALITY MANAGEMENT

Level of Knowledge: Expert Knowledge

Course Objectives:

- To help student understand the concepts of Total Quality Management, and Research of various tools and models used for problems faced by managers.

Scheme of Examination:

Total Marks: 100

Internal Marks: 40

External Marks: 60

The external examination will have two Sections A and B. Section A worth 40 marks will consist of five theory questions out of which a student has to attempt any four questions. Section B worth 20 marks will be Analytical (Case/Case let/Research Situation/Practical problem). The questions may or may not contain internal choice. The questions can have one or more sub-parts.

Course Contents:

Unit 1: Core Concepts of Total Quality Management:

- Customer focus
- Quality for profits right first time
- Cost of quality

Unit 2: TQM Organization:

- Structure
- Managers role Models
- Recognition & awards
- Quality delivery process
- Pitfalls in Operationalising TQM and methods of avoiding them

Unit 3: Learning from quality gurus:

- Edward Deming
- Joseph M. Juran
- Karon Ishikawa
- Philip B. Crosby
- William E. Conway and their applications in today's Business Environment

Unit 4: Bench marking:

- Definition
- Reason to benchmark
- What to benchmark
- BM process
- Pitfalls& criticism of BM
- Appraisal of TQM and improvement program

Unit 5: Tools and techniques of TQM:

- Techniques for analyzing a quality process
- Quality Circles
- Statistical process control
- Failure Mode & Effect analysis
- Computer aided inspection
- Data collection & analysis
- Six sigma and control chart

Unit: 6: Quality Award and certifications:

- ISO-14000:
 - Concepts
 - Certifications
 - methods and implementations
- ISO-9000:
 - Concepts
 - Certifications
 - Methods and implementations Malcolm Bal ridge Quality Award
 - Methods and implementations Rajiv Gandhi Quality Award.

Text Reading:

1. Sharma D.D “**Total Quality Management: Principles Practices &cases**” New Delhi, sultan chand & sons, 2004.
2. Sunraraju S.M. “**Total Quality Management: a premier**” New Delhi, Tata McGraw - Hill Publication,1999
3. Besterfield Dale H. “**Total Quality Management**” New Delhi Pearsons Education,2004.

Suggested Reading:

1. J. M. Juran and Frank M. Gryna Eds. “**Juran’s Quality Control Handbook**”, New York: McGraw-Hill Publications, 2001.
2. Tapan P. Bagchi, “**ISO 9000: Concepts, Methods and Implementation**”, Allahabad: Wheeler Publishing.
3. Kit Sadgrove, “**Making TQM Work**”, New Delhi: Kogan Page India P. Ltd., 2000.
4. Eugene L. Grant and Richards, Leavenworth, “**Statistical Quality Control**”. New York: McGraw-Hill Publications, 2000.